

DRAFT 200110024-9 Aug. 22, 1949  
STATINTL

MANAGEMENT IMPROVEMENT PROGRAM

- I. The CIA Management Improvement Program is conducted under the general supervision of the Executive. The execution of the program is delegated to the Management Office and the Policy, Coordination and Control Staff. Each operating office of the Agency is responsible for effecting those management improvements falling within its sphere of activity, with the assistance of the Management Office or as a result of Management's findings.
- II. The Policy, Coordination and Control Staff consisting of representatives from the Departments of State, Army, Navy and Air Force is assigned the following responsibilities:
  - a. Coordinate inter-departmental intelligence planning for accomplishment of the national intelligence mission.
  - b. Prepares for the Director with the assistance of CIA offices, the overall plans and policies for inter-agency intelligence coordination.
  - c. Furnishes counsel and advice to CIA offices on problems originating within CIA, but which may affect IAC agencies.
- III. The Management Office was conceived and is maintained on the basis of a small efficient staff whose functions and responsibilities are to assist the Agency to function at maximum efficiency in accomplishing its mission. In order to perform the mission of improving the efficiency, effectiveness and economy of operations, the Management Office has been assigned responsibilities as indicated below:
  - a. Establishment and review of organizational structure and functions of each office, and its subdivisions.

- b. Ascertainment of manpower requirements of organizational units.
- c. Formulation of tables of organization.
- d. Development of plans for administrative support activities based on planned program operations.
- e. Supervision of allocation of personnel.
- f. Establishment of personnel ceilings for operating offices and staff activities.
- g. Providing overall agency operations analysis and uniform reporting.
- h. Publications control.
- i. Conducting Management surveys to uncover operational and administrative problems and deficiencies.
- j. Provide assistance to operating offices in developing and installing simplified and improved work flow procedures and enhancing employee utilization.
- k. Coordinates with Budget Officer in the development and preparation of agency budget estimates.
- l. Operates the employee suggestion program.
- m. Controls the purchase and utilization of office machines and equipment.
- n. Controls the allocation of office reproduction equipment.
- o. Keeps abreast of new developments and improvements in machine and administrative methods and techniques for possible adaptation to CIA activities.

IV. Top priority problems:

- a. Major reorganization of CIA activities to provide centralized control of operational activities.

b. Provision of a centralized unit for review, coordination and consolidation of requirements for intelligence material.

c. Utilization of business machines to maximum degree possible in maintenance of administrative materials and of an index to reference and other intelligence material.

**V** Actions under way or proposed to solve known operating problems:  
(A project list indexed to the material below is attached indicating brief title of project, initiation and completion dates and the organizational units to which the projects have been assigned.)

**A** Agency-wide problems:

1. The present method for preparing requirements for intelligence material has not proven entirely satisfactory from an overall agency standpoint. At present, there is a lack of complete coordination which has resulted in duplicate or incomplete requests. It is proposed to establish a committee composed of representatives of ORE, OCD, OSI, OO, and PCCS to review, coordinate and consolidate all intelligence requirements originating in CIA or received from IAC agencies prior to collection action.

2. An extensive business machine program has been established in CIA to assist in production of intelligence <sup>as well as</sup> efficient administration of housekeeping details. Those applications of most immediate value have been installed, however, it has been impossible to develop all possibilities due to the relatively short time since the organization of the agency. It is planned to continue to explore all activities of the agency to determine where machine

3. A recent evaluation of dissemination of CIA-produced intelligence material indicates that in some instances recipients receive material not required in the performance of their activities, while in other cases sufficient distribution is not made to allow for efficient operations. In both cases, this mal-distribution has resulted in increased work for all concerned. A study is being made to determine more accurately the distribution needs of receiving agencies.

4. Prior to the present time, the management of agency records has not constituted a major problem. However, with the ever increasing accumulation of record material definite plans for an adequate records management program must be established. A complete agency-wide records management program is being organized to include an inventory of currently maintained records, evaluation of record material, establishment of disposal schedules, expansion of microfilm usages, standardization of file systems and equipment and establishment of an inactive records repository.

5. The rapid expansion of CIA has precluded the possibility of annual budget preparation on the basis of periodic review during the entire year prior to submission. This has resulted in inequitable workload distribution for all concerned with preparation of the budget. A program has been established and is being expanded to provide the detail of a budget analyst to each activity <sup>(ONE OR MORE)</sup> to assist in planning, periodic review and coordination of all phases of budget preparation on a <sup>Monthly</sup> program basis. Each program budget will be analyzed

jointly by the Management and Budget Officers prior to submission to the Director of Central Intelligence.

6. The importance to the nation of the mission of CIA indicates the necessity for a sound agency employee career management program. It is planned to develop a personnel career management program which will make provision for the maximum development of employee interest, inherent abilities and aptitudes, as well as, for the best utilization of their acquired skills and accumulated knowledge. The program will include the sending of employees to school at government expense to acquire training in subjects necessary for the fulfillment of specialized activities of the agency.

7. The security <sup>concepts</sup> of the agency during the years of early development were such that employees were not provided with information of CIA activities other than that to which assigned. A review of the security concepts indicates that a broader employee orientation program is feasible and desirable. Efficiency, economy and effectiveness of operations will be improved through the currently planned employee orientation program.

8. Presently personnel are detailed to periods of duty from the Departments of State and Defense. The method of selection for detail has not always produced the most beneficial results to the Departments and CIA. A plan to provide for selection of personnel based on qualifications and assignment, including rotation, is in the process of development.

9. A lack of standardized office equipment and supplies has resulted from many factors including procurement from war surplus,

unavailability of standard items and the desires of offices for non-standard items. A standardization program has been developed and is being implemented as rapidly as circumstances will permit. The program is designed to increase productivity, save funds, reduce warehouse and procurement effort, and improve space utilization of all CIA offices.

10. The system of internal operational and administrative reporting does not provide complete coverage for comprehensive analytical purposes. It is planned to expand the reporting system to provide the coverage necessary to allow detailed analysis of strong and weak points, personnel utilization, workload, types and quantity of intelligence information being collected, etc., and to eliminate duplicate reporting.

11. Internal reorganizations and expansion of the CIA has created a problem with regard to allocation and utilization of available space. Constant surveys are <sup>being</sup> made to balance space allocations to activity functions.

12. The intelligence publications of the agency are of such volume and importance that constant study is required of the many problems involved. These problems include format, quality, quantity, elimination of duplication, reproduction methods, equipment, supplies, coordination with Public Printer, etc. Special studies are made whenever new developments related to publications are initiated.

13. ORE researchers are faced with an increasing information reports evaluation workload. There is need to determine criteria for

identifying information reports for which evaluation is necessary.

Inter- and intra- agency discussions under chairmanship of FCCS is planned.

B - X Management improvement activity required within OCD and the action under way to implement the improvement follows:

1. Define procurement responsibilities within OCD. Determine, through management survey and analysis, those segments of OCD who can most effectively procure the different kinds of intelligence data needed for CIA.
2. Specify the groups of materials which need not be processed, which backlogs should be processed, and the need for exploiting additional sources of intelligence materials. Adjustment of needs of users with workload potential of OCD branches.
3. Identify the scope of service for which OCD should carry responsibility balancing needs of users with manpower and machine potential of OCD branches.
4. Specify OCD responsibilities and procedures for providing adequate and simplified register service on scientific materials. Ascertaining OSI needs and OCD deficiencies on present service to OSI; then reallocating positions and personnel to satisfy the needs of OSI.
5. Consolidate the machine operations of OCD Registers - Management survey and analysis to determine organization, staffing and procedures.
6. Develop standardized criteria - and procedures for reproduction of materials held and disseminated by OCD - analysis of past reproduction activity in conjunction with consumer's needs

and agency resources.

7. Establish policies, standards and procedures for presentation of information concerning holdings and facsimile of such holdings from OCD Registers and Library - Survey of past activity analyzed in conjunction with needs of consumers and OCD resources.

*5* ~~6.~~ Office of Reports and Estimates

1. Presently no system is established to obtain an objective appraisal of the worth of intelligence produced by ORE. It is proposed that the Policy (Coordination) and Control Staff periodically obtain evaluations of ORE intelligence from the President, (through the Director) ~~and~~ the National Security Council, <sup>The JAC Chairman</sup> and other recipients. It is also proposed that a monthly comparison be graphically depicted in the <sup>Ops. Analysis</sup> Director's Handbook of major foreign policy decisions and ORE intelligence relating thereto.

2. Agency graphic services are organizationally located in ORE. Presently, indications point to poor production. A Management survey is proposed to determine and correct causes for slowdown in this operation.

3. A considerable editorial staff is now required in each of the organizational units of ORE. <sup>There</sup> ~~is~~ too much emphasis given to this activity. A Management survey is proposed to examine this activity and to present a summary of findings to the PCCS for determination of need for <sup>the</sup> present staff.

4. A large-scale foreign map procurement program is now in operation in the Map Branch. No time limitations have been imposed on this program. It is proposed that the PCCS <sup>semi-</sup> will annually examine ~~the~~ <sup>semi-</sup>

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products of this program in conjunction with map holdings to determine need for continuing operations at <sup>the</sup> present level.

5. ORE information control activity at the office level duplicates OCD activity at the agency level. A Management survey will be conducted for the purpose of consolidation of ORE and OCD information control activities.

d. Office of Scientific Intelligence.

1. At present no system is established to obtain an objective appraisal of the worth of intelligence produced by OSI. It is proposed that the PCCS periodically obtain evaluations from the President ~~and~~ the National Security Council, <sup>The IAC and other</sup> ~~and~~ interested agencies}.

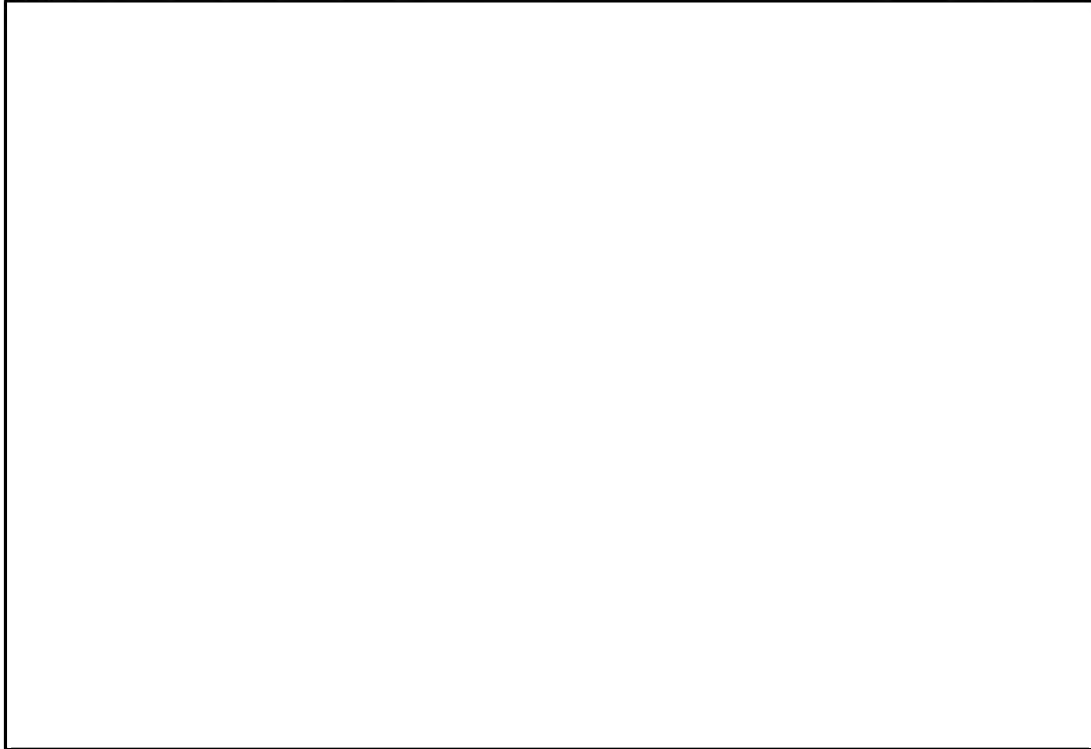
2. OSI was recently established as a separate production office. This presents problems of providing methods to insure coordination of OSI and ORE activity - A working liaison is being established between all like components of the two offices.

3. The comparatively new emphasis on scientific intelligence presents the agency with a small nucleus of scientists to cope with a large production job. All possible administrative support is needed to build up the manpower of this activity and to otherwise assist in achieving scientific intelligence production. Large-scale recruitment is underway and all staffs of the Executive are supplying all possible assistance.

4. OSI operational liaison with other government agencies has not been clearly defined. Discussions are underway between

OCD and OSI with Management office participation to resolve this problem.

STATINTL



f. Office of Operations

1. The field collection and operational activities of CIA have been under the supervision and control of separate offices. In order to provide centralized control which will result in better administration and improve security of operations a reorganization is under way to consolidate field collection and operation activities into one office.

2. As the cost of field collection and operational activities is very high, an evaluation of value received compared with the cost of operations is essential. At present a comparison is made between the number of reports received from an individual field station and the number of reports from such station that are considered of

value to disseminate. The Office of Reports and Estimates evaluates reports from the qualitative standpoint. By the above evaluations efficiency and effectiveness of each field station is judged.

An analysis of present evaluation methods will be conducted to determine the best criteria to use in evaluation of field station productivity.

3. Public Law 110 requires that employees upon completion of two years continuous service abroad be recalled for leave purposes. The recruitment of overseas personnel has not yet reached a stage where new persons hired are for replacement or rotation purposes. It is proposed that a short-term and long-range rotation schedule for overseas employees be developed so that employees may return to this country for leave and advanced training after a tour of duty without having effectiveness of field operations.

*Review* { VI. Activities to identify other operating problems by evaluating the efficiency and effectiveness of operations. The Policy, Coordinating and Control Staff and the Management Office, by the examination of the above programs and in constant liaison with the other offices of CIA and the IAC agencies, will be able to find operational problems now existing but unknown and those which may develop. *It is believed that by examining the above programs, and by the use of the controls established above (production control, T/O - Functions) and by continuing surveys that the majority of new problems will be found and solved as they occur.*

PROJECT LIST

| Project  | Estimated<br>Initiation<br>Date | Estimated<br>Completion<br>Date | Assigned To:                                |
|--|---------------------------------|---------------------------------|---|
| <u>Agency Wide</u>                                   |                                 |                                 |   |
| 1. Review of Intelligence Requirements.              | August 1949                     | January 1950                    | Management, ORE, OSI, OCD, OO.              |
| 2. Expansion of Machine Methods.                     | 1947                            | continuing                      | Management, OCD, and all Agency activities. |
| 3. Dissemination of Intelligence Material.           | July 1949                       | January 1950                    | OCD, PCCS, Management.                      |
| 4. Records Management Program.                       | August 1949                     | continuing                      | Management, OCD, Services, OO.              |
| 5. Budget Preparation.                               | May 1949                        | continuing                      | Budget, Management, all Agency activities.  |
| 6. Career Management Program.                        | January 1950                    | July 1951                       | Management, Personnel.                      |
| 7. Employee Orientation Program.                     | December 1949                   | March 1950                      | Management, Personnel, OO.                  |
| 8. Selection of IAC Personnel.                       | October 1949                    | December 1949                   | Executive, Management, Personnel, PCCS.     |
| 9. Standardization of Office Equipment and Supplies. | July 1948                       | June 1951                       | Management, Services.                       |
| 10. Internal Reporting System.                       | January 1947                    | continuing                      | Management.                                 |
| 11. Space Allocation and Utilization.                | August 1946                     | continuing                      | Services, Management.                       |
| 12. Publications                                     | August 1946                     | continuing                      | Services, Management, OO, OEE.              |
| 13. Evaluation of Information Reports.               | September 1949                  | December 1949                   | PCCS, ORE, OO, OCD, OSI.                    |
| <u>Office of Collection and Dissemination</u>        |                                 |                                 |   |
| 1. Information Procurement.                          | July 1949                       | January 1950                    | OCD, PCCS.                                  |
| 2. Intelligence Data Processing.                     | July 1949                       | January 1950                    | OCD, PCCS, Management.                      |
| 3. Information Services.                             | September 1949                  | continuing                      | OCD, PCCS.                                  |
| 4. Scientific Information Service.                   | August 1949                     | January 1950                    | OCD, OSI, Management.                       |
| 5. Organizational Consolidation.                     | September 1949                  | February 1950                   | OCD, Management.                            |
| 6. Criteria for Reproduction Requests.               | August 1949                     | November 1949                   | OCD, Management, Services.                  |
| 7. Standards for Information Presentation.           | September 1949                  | continuing                      | OCD, Management, PCCS.                      |

PROJECT LIST

| Project                                  | Estimated<br>Initiation<br>Date | Estimated<br>Completion<br>Date | Assigned To:           |
|--|---------------------------------|---------------------------------|------------------------|
| <u>Office of Reports and Estimates</u>   |                                 |                                 |                        |
| 1. Evaluation of ORE Intelligence.       | October 1949                    | continuing                      | ORE, PCCS.             |
| 2. Graphics Services.                    | December 1949                   | January 1950                    | ORE, Management.       |
| 3. Editorial Activity.                   | January 1950                    | July 1950                       | ORE, Management, PCCS. |
| 4. Map Procurement.                      | January 1950                    | June 1950                       | ORE, PCCS.             |
| 5. Information Control.                  | October 1949                    | December 1949                   | ORE, Management, OCD.  |
| <u>Office of Scientific Intelligence</u> |                                 |                                 |                        |
| 1. Evaluation of OSI Intelligence.       | October 1949                    | continuing                      | OSI, PCCS.             |
| 2. Production Coordination with ORE.     | August 1949                     | continuing                      | OSI, ORE, PCCS.        |
| 3. Development of OSI.                   | January 1949                    | continuing                      | OSI, Personnel.        |
| 4. Operational Liaison.                  | August 1949                     | November 1949                   | OSI, OCD, Management.  |

Office of Operations

|  |                |               |                            |
|--|----------------|---------------|----------------------------|
| 1. Consolidation of Field Collection and Operational Activities. | August 1949    | December 1949 | OO, Management, Personnel. |
| 2. Evaluation of Field Station Productivity.                     | September 1949 | January 1950  | OO, PCCS, ORE.             |
| 3. Rotation Program.   | October 1949   | March 1950    | OO, Personnel.             |

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Approved For Release 2002/05/06 : CIA-RDP78-04718A000600110024-9

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